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UNIVERSITETO
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AKADEMIJA

Strategy and implementation plan for the Faculty of Forestry and Ecology 2022-2024

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MISSION AND OBJECTIVES OF THE FACULTY OF FORESTS AND ECOLOGY

The Faculty's mission - to develop and disseminate knowledge in forestry, ecology and environmental science, environmental engineering and related disciplines, with a view to the sustainable use of biological resources and the creation of a full and safe living environment.

Objectives of the Faculty:

- training highly qualified professionals and researchers;
- develop research at a high international level;
- ensure unity between science and studies;
- Ensuring innovative quality in research and studies;
- coordinate the implementation, research and development of forestry, ecology and related fields of study in agricultural, food and water activities;
- developing active and responsible citizens.

ANALYSIS OF EXTERNAL ENVIRONMENTAL FACTORS (PESTET) THAT MAY INFLUENCE THE ACTIVITIES OF THE FACULTY OF FORESTS AND ECOLOGY IN 2022-2024

Groups of factors	Factors and their expression	Potential vector of impact	Evaluation (on the 5-point scale)*
Political factors	1. Agriculture and forestry policy (BUŽP 2021-2027), European and national research programmes are linked to Green Deal, climate change mitigation, agriculture, sustainability. This requires research and research and innovation, new competences.	Possibility	5
	2. European and national research programmes prioritise funding for green and bioeconomy research (Horizon Europe, etc., Green Deal Policy Strategies, Biodiversity Strategy, Forest Strategy)	Possibility	5
	3. National policy on training of agricultural and forestry professionals is inadequate to the expectations of the agricultural sector.	Threat	3
Economic factors	1. Growing concern for ecosystems, the environment, mitigating climate change, increasing the use of renewable energy sources, preserving sustainability.	Possibility	4
	2. Demand for professionals in the agriculture and forestry sector is more than 2 to 3 times higher than the number of professionals trained.	Possibility	5
Social factors	1. The declining impact of the demographic divide and migration abroad on studies.	Possibility	2
	2. Low attractiveness of agroforestry-related study programmes for young people with high levels of secondary education.	Threat	4
	3. Students in peripheral regions are less able to achieve the skills they need to enter university.	Threat	3
Technological factors and science	1. Accelerating pace of technological progress in agriculture and forestry (digitalisation, robotization, smart engineering, sustainability).	Possibility	5

	2. Rapid growth of new knowledge and future competences in agriculture and water needs, leading to a rapid pace of upgrading of engineering degree programmes.	Possibility	3
	3. New technologies for teaching research and new didactic models are permeating study and research processes.	Possibility	2
Ecological factors	The Green Deal policy gives priority to greening agriculture, "returning agricultural areas to nature", preserving biodiversity, ecologically lifestyles.	Possibility	2
Legal factors	Admission to state-funded bachelor's study places is unfavourable with for admission to bachelor's degree programmes related to agriculture and forestry.	Threat	3

**Evaluation on the 5-point scale:*

- very important opportunity – 5 points, ..., unimportant opportunity – 2 points;

- very important threat – 5 points, ..., unimportant threat – 2 points.

ANALYSIS OF THE INTERNAL FACTORS OF THE FACULTY OF FORESTS AND ECOLOGY FOR THE PREPARATION OF STRATEGIC ACTIVITIES FOR THE PERIOD 2022-2024

Groups of factors	Factors and their expression	Character	Evaluation (on the 5-point scale)*
Scientific research	A breakthrough has been achieved in the publication of research results in international scientific journals with an impact factor.	Strength	4
	Leadership at the national level, partly also at the international (regional) level in the field of bio-economy development research is emerging.	Strength	3
	Good care of laboratory and other scientific equipment.	Strength	3
	Although growing, competitiveness is still insufficient in the field of large-scale national and international scientific projects.	Weakness	3
	Different involvement of teachers and researchers in research, in terms of systematicity, consistency, depth of research and scientific achievements.	Weakness	3
	Emerging problems of quality training and adaptation of young scientists.	Weakness	3
	The insufficient degree of the use of laboratory and other scientific equipment.	Weakness	2
	Low and insufficiently effective involvement in international scientific platforms.	Weakness	2
Studies	National leadership (the only university institution) in the training of forestry professionals (LTKS 6 and 7) for forestry.	Strength (along with weakness)	4
	Modern and attractive study infrastructure (auditoriums, laboratories, audiovisual equipment).	Strength	4
	Conditions have been created for faculty students to develop their cognitive, individual and social abilities according to liberal arts principles.	Strength	2
	Critically declining enrolments in undergraduate forestry and ecology study programmes.	Weakness	5

	Low cost-effectiveness of many undergraduate programmes.	Weakness	3
	Foreign students have not been attracted to consecutive studies.	Weakness	3
	Insufficient acceleration of updating study programmes, interdisciplinarity, integration of future competences, application of new educational technologies.	Weakness	3
	Low student engagement in international academic exchanges, research, educational activities and volunteering.	Weakness	3
	Insufficient use of good quality study infrastructure (auditoriums, laboratories, etc.) in the study process due to the decreasing number of students.	Weakness	2
	There is no unity and systematicity in the organization of marketing of studies, popularization of study programmes, and publicity of the quality and results of studies.	Weakness	2
	Impaired monitoring of graduate employability by qualification.	Weakness	2
Partnership, research and study services	Developed partnership with agribusiness and social partners.	Strength	4
	Undeveloped laboratory, expert, consulting and other services for agribusiness, the public sector, other scientific and study institutions.	Weakness	4
	Inadequately developed retraining services for specialists in sectors related to the mission of the VMU Agriculture Academy and the faculty, as well as services for improving the competences of managers and specialists.	Weakness	2
	Non-involvement in the development, improvement, and support of agricultural and other national and international integrated information systems.	Weakness	2
Community, structure and management	Community focus when accepting external challenges, reorganization processes, tolerance for insufficient motivation.	Strength	4
	Obvious signs of the decline of the academic community, with a strong dependence of teaching positions on the number of students.	Weakness	3
	For most employees, the salary is not motivating to achieve good results.	Weakness	2
	Deteriorated strategic management, which led to the non-resistance to political pressure to merge universities.	Weakness	2
	Underdeveloped science management internal services for scientists. Functionally, structurally and financially, the conditions for providing these services have not been created.	Weakness	2
Environment, general infrastructure, other factors	Unique academic campus, attractive geographical location.	Weakness	4
	Many infrastructure spaces (Experimental Station, Educational Farm, etc.) are not sufficiently open to the public, especially businesses and future students.	Weakness	2

**Evaluation on the 5-point scale:*

- very important strength - 5 points, ..., unimportant strength - 2 points;

- very important weakness - 5 points, ..., unimportant weakness - 2 points.

SWOT ACTIVITIES OF THE FACULTY OF FORESTS AND ECOLOGY SSGG

Strengths	Weaknesses
Leading positions in forestry and ecology studies.	Critically low enrolment in undergraduate programmes..
Unique forestry study programmes.	No breakthrough in attracting international students for coherent studies.
Developing partnerships with social partners.	Different levels of involvement in research among teachers and researchers.
Bringing the community together to meet external and internal challenges.	Insufficient development of retraining and competence development services for managers and professionals.
High pedagogical and scientific competence of teachers and researchers, good study and research infrastructure.	Insufficient student involvement in international academic exchanges, research and educational activities.
Breakthrough in publishing research results in international journals with a citation index.	Insufficient utilisation/occupancy of laboratory and other scientific equipment degree of utilisation of laboratory and laboratory equipment, underdevelopment of expert and consultancy services.
Opportunities	Threats
Demand for forestry, environmental specialists outstrips training.	National policy on the training of agricultural, forestry and environmental specialists is inadequate to the expectations of the agricultural sector.
Rapidly growing needs for new knowledge and future competences in forestry and environmental protection.	Decreased attractiveness of study programmes related to forestry and environmental protection.
The Green Deal policy prioritises the greening of agriculture, the "return to nature" of agricultural areas, the preservation of biodiversity, ecological forestry, urban forestry, eco-living.	Poorer access to university programmes in forestry and environmental studies for students in peripheral regions.
EU and national Green Deal priorities in favour of developing research.	Increasing domestic competition in the provision of consultancy and skills development services.
The accelerating pace of technological progress in agriculture and forestry is rapidly increasing the need for scientific, advisory and skills development.	

VYTAUTAS MAGNUS UNIVERSITY

STRATEGIC PLAN OF THE FACULTY OF FORESTRY AND ECOLOGY OF THE ACADEMY OF AGRICULTURE 2022-2024

Goal I – Studies

No.	Goals, objectives, measures of the Academy of Agriculture	Interfaces with VMU strategic plan measures (measure no.)	Dates of the achievement of the goals and objectives and the implementation of measures of the Academy of Agriculture	Indicators of the achievement of the goals and objectives of the Academy of Agriculture and the implementation of measures carried out by the departments	Numeric values of the AA indicators implemented by the department	Goals, objectives, measures, etc. of the strategic plan of the Faculty of Forestry and Ecology	Internal departments implementing objectives, goals and measures	Implemented by the Unit in the ŽŪA indicators and their numerical values	Coordinating and monitoring the implementation of activities at unit level	Values of the Faculty of Forestry and Ecology			
										Fact 2021	2022	2023	2024
1.	To meet the needs of the agriculture, forest and water management domains, their infrastructure, and the related public institutions and communities for the LTGF level 6 and 7 specialists.	Direction 3	2027	The degree of satisfaction of the prognostic need of specialists, expressed in percent.	At least 60	Satisfy forestry, the needs of the environment, its infrastructure, related public institutions and communities for professionals at LTGF levels 6 and 7.		60	Dean	24	30	35	40
1.1.	To increase the number of students from Lithuania in I and II cycle study programmes.	x	2027	Number of students as on 1 October	2250	Implementing the ŽŪA Increase the number of Lithuanian students in the I and II cycle study programmes.		350	Dean	218	230	240	260
1.1.1.	Group of measures – joint coordinated actions with business and social partners regarding the improvement of admission conditions and financing of studies.	x	2027	The number of students admitted to the first-cycle study programmes.	300	To achieve the number of admissions to first cycle study programmes through the implementation of the measures of the ŽŪA marketing plan		50	Dean	23	30	35	40
1.1.1.2.	To prepare the concept of conditions for the admission of persons to agricultural study programmes and present it to the authorities of the Republic of Lithuania.	3.2.2.1 3.2.2.2	2022	Concept	1	To delegate a faculty representative to the working group.			Dean				
1.1.1.3.	To initiate the inclusion of study programmes for agriculture in the lists of priority study programmes in the ministries of the Republic of Lithuania (The Lithuanian Academy of Sciences, Ministry of Agriculture of the Republic of Lithuania as needed and others).	x	Every year	The number of study programmes of the Academy of Agriculture included in the priority lists	2021–2026 2022–2027 2023–2027 2024–2027 2025–2027 2026–2027	To participate in the compilation of lists of priority study programmes.			Dean				
1.1.2.	Group of measures – partnerships with non-university schools of higher education,	x	2027	College graduates, Number of students admitted to complementary studies.	85	Cooperation with colleges (KMAIK)	MMK, AEK	20	Dean, study programme committee chairpersons	10	12	14	16

	vocational training institutions, and the authorities on joint preparation of the specialists. Consolidation of vocational training			Number of vocational training graduates enrolled in first cycle study programmes.	20	Publicise information in vocational schools.	MMK, AEK	5	Dean, study programme committee chairpersons	0	0	0	0
1.1.2.1.	To renew or conclude new cooperation agreements with colleges and vocational training institutions	x	2021–2023	Number of cooperation agreements.	20	Renew or conclude new cooperation agreements with colleges.		1	Dean		1	0	0
1.1.2.4.	To prepare conditions for the use of the Academy of Agriculture's infrastructure (laboratories, study rooms, other infrastructure objects) for collegiate studies, professional practices, and educational excursions.	x	2022	Set conditions (document)	1	To delegate a faculty representative to the working group			Dean				
1.1.3.	Group of measures - educational support for those who intend to enrol and have enrolled in the VMU Academy of Agriculture.	x	2027	Number of persons who have completed the programme of preparation for the studies.	100	Participate in educational support.			Dean				
1.1.3.3.	To conduct additional educational courses for first-year students to x strengthen socialization and integration into university activities.	x	Every year	Number of educational courses	12	Carry out additional additional educational courses for first-year students to enhance socialisation and integration into university.	MMK, AEK	3	Dean	2	2	2	3
1.1.3.6.	To conduct additional educational courses for first-year students to strengthen socialization and integration into university activities.	3.1.5.3	2025	Academy of Agriculture - the number of cases of student mentoring.	15	Participate in a mentoring programme.		2	Dean		0	0	1
1.1.4.	Group of measures – popularization of study programmes	x	2027	Percentage of those who chose to study at the Academy of Agriculture as their first priority	50	ŽŪAMarketing implementation of the plan, updating of programmes, publicity		50	Dean	25	27	30	33
1.1.4.1.	To create a study marketing strategy for Lithuanian and foreign students, including the alumni network	3.4.3.1	2021	The Academy of Agriculture - part of the strategy adapted to the Academy	1	Participate in the marketing plan			Dean				
1.1.4.2.	To prepare a plan of specific activities carried out by the University's departments aimed at attracting motivated students and to implement it	3.4.3.2	2021	The Academy of Agriculture - part of the strategy adapted to the Academy	1	Participate in the preparation of the plan			Dean				

1.1.4.3.	To organize events during which direct contact with pupils would be created, with the aim of gathering a network of pupils' ambassadors, involving them in already ongoing university activities	3.4.3.3	Constantly	Academy of Agriculture - number of ambassadors (pupils and students)	20	Delegate students to events that create a direct link with pupils	MMK, AEK	5	Dean		4	4	5
1.1.4.4.	Based on the new strategy, develop and implement plans for marketing tools and activities for the VMU admission and image campaigns.	5.2.3.2	2021–2027	Number of marketing measures and activities of the Academy of Agriculture's recruitment and image campaign, on average year	10	Participate in the discussion and implementation of plans for marketing tools and activities for admission and image campaigns			Dean				
1.1.5.	Group of measures - improvement of graduate career monitoring	x	2027	Share of employability of graduates according to acquired qualification (1 year after graduation), expressed in percent	85	Improve study programmes in line with the needs of social partners.		85	Dean, Study programme committee chairpersons				
1.1.5.4.	To conduct annual analyses of the employability of graduates of the Academy of Agriculture (integrating the comparison with the indicators of the STRATA professional information tool, as well as with the international analysis of the average salary)	x	Every year from 2022	Employment analysis	From 2022, 1 every year	Participate with the Career Centre in the annual MEF graduate employability analyses			Dean, Study programme committee chairpersons				
1.1.5.6.	To expand personal counselling activities focused on the ability to plan one's career, to discover a professional identity and to acquire comprehensive knowledge and skills necessary to successfully establish oneself in the labour market, and to increase the inclusion of career competence development in the study process	3.1.6.3	Constantly			To participate in activities organized by CC							
1.2.	To increase the number of students from abroad	x	2027	Number of students from abroad as on 1 October	250	Implement international publicising study programmes, exploring opportunities for double-diploma studies; preparing study programmes for teaching in English.		50	Dean, Study programme committee chairpersons	29	30	35	40

1.2.1.	Group of measures - strengthening partnerships with foreign universities in the field of studies.	x	x	The number of students of the Academy of Agriculture participating in double degree study programmes	50	Encourage students to participate in double degree programmes.		10	Dean, Study programme committee chairpersons	0	0	5	10
1.2.1.1.	To establish partnerships with Western European universities for the preparation and implementation of double degree study programmes	3.2.4.2, 3.5.1.4.	2022-2025	Number of agreements for double degree study programmes	2	To establish partnerships with Western European universities for the preparation and implementation of double degree engineering study programmes		1	Dean, Study programme committee chairpersons	0	0	1	0
1.2.1.2.	To establish partnerships with Eastern European and Asian universities for the preparation and implementation of double degree study programmes	3.2.4.2	2022–2024	Number of agreements for double degree study programmes	5	To establish partnerships with Eastern European and Asian universities for the preparation and implementation of double degree engineering study programmes		1	Dean, Study programme committee chairpersons	1	1	0	0
1.2.1.3.	To prepare and implement double degree study programmes	-	2027	Number of double degree programmes running	10	Develop and run double degree programmes.		2	Dean, Study programme committee chairpersons	0	0	1	1
1.2.3.	Group of measures - improvement of international marketing	x	x	Share of foreigners in total student enrolment, expressed in percent	At least 10	Implement international publicising study programmes, exploring opportunities for double-diploma studies; preparing study programmes for teaching in English.		10	Dean, Study programme committee chairpersons		0	5	5
1.2.4.	Group of measures – improvement of ways, methods and technologies of organizing studies for foreigners	x	2027	Number of programmes delivered to foreigners remotely	5	Distance learning for foreigners		1	Dean, Study programme committee chairpersons		0	0	1
1.2.4.1.	Develop and implement programmes remotely.	3.2.3.1	Constantly										
1.3.	To improve the quality of specialist training (studies) by responding to the needs of society, employers and students	x	2027	Percentage of study accredited for 7 years.	At least 70	Improve the availability of professionals improve the quality of training (studies) to meet the needs of society, employers and students.	MMK, AEK	70	Dean, Study programme committee chairpersons		70	70	70
1.3.1.	Action group - Updating study programmes and developing new programmes.	x	2027	Average estimate of graduates' satisfaction with their studies	At least 8.5 points (on a scale of 10)	To achieve the overall objective of the ŽŪA		8,5	Dean, Study programme committee chairpersons				
1.3.1.1.	Conduct periodic occupational field studies of study programmes.	x	2022-2026	Study programmes, Number of programmes with revised learning objectives based on occupational field studies	All study programmes	As required			Study programme committee chairpersons				

1.3.1.2.	Periodically define the future competences of the ŽŪA graduate.	3.1.2.3	2021 2026	Inventory of future competences	2	Participate in the preparation of To participate in the preparation of the future competences of the ŽŪA graduates and to delegate representatives to the working group.			Dean, Study programme committee chairpersons				
1.3.1.3.	To carry out study programmes analysis and updating, taking into account the needs for interdisciplinarity and innovation, the results of research in the professional field, the challenges of the Green Deal, and the competences of the future.	3.2.1.1	Every year	Updated study programmes	Based on needs assessed during the analysis year	Update study programmes annually, taking into account the needs of social partners, the results of research into the profession, and future competences.			Study programme committee chairpersons				
1.3.1.4.	Create, register and Launch interdisciplinary study programmes in agribusiness and public interest in the fields of bioeconomy, smart engineering, digitalisation of agriculture, biosystems management, etc.	-	2021 2022 2024	Study programmes registered and launched	2021 m. – 1 2022 m. – 1 2024 m. – 1								
1.3.1.5.	To carry out study programmes Analyse curricula for duplication, overlapping, disciplinary and interdisciplinary orientations and decide on the necessary changes.	4.2.1.1	2021–2022			Conduct studies analyse curricula for duplication and assignment of subjects to fields of study and decide on necessary changes.			Working groups	1			
1.3.2.	Action group - Improving the effectiveness of study programme/direction committees.	x	2027	Effective study programme/direction committees	All study programmes /fields	Organise the effective functioning of study programme/track committees.			Dean, Study programme committee chairpersons				
1.3.2.1.	Initiate studies Developing a description of the functioning of the programme/discipline committees, defining the distribution of functions between committees, departments and faculties.		2021	Description	1	Participate in activities			Dean, Study programme committee chairpersons				
1.3.2.2.	Initiate effective Establish and implement an effective incentive system for members of curriculum/directional committees.		2021	Description	1	Participate in activities			Dean, Study programme committee chairpersons				
1.3.2.3.	Increase external the involvement of social partners in the study process by improving	3.1.2.4	2021–2025	Database of internship places (by faculty)	ŽŪA –4	Participate in activities			Dean, Study programme committee chairpersons				

	he organisation of internships, creating developing a database of internship placements												
1.3.3.	Measure group - Involving lecturers in the effective use of new educational technologies in the study process.	x	2027	Number of distance learning programmes	At least 5 (in Lithuanian)	x							
1.3.3.1.	Modernise the content of study subjects in a distance learning environment on the basis of a learning outcomes framework.	3.2.3.4	Constantly			Modernise studies content of subjects in a distance learning environment on the basis of a learning outcomes framework			Study programme committee chairpersons, Heads of Departments				
1.3.4.	Measure group - Measures to promote students' international academic mobility, volunteering, entrepreneurship, involvement in the design and implementation of rural development projects and technological and social innovation.	x	2027	Percentage of students participating in academic exchanges.	At least 20	Encourage students participation in academic exchange programmes. To carry out related publicity activities.		20	Dean, Study programme committee chairpersons		5	7	10
				Students involved Percentage of students involved in various types of scientific and social projects.	At least 25 %.	Encourage students Involve students in a wide range of scientific activities and social projects..		25	Dean, Study programme committee chairpersons		5	10	12
1.3.4.1.	Develop and implement English-language courses in all academic departments, in all fields of study.	3.2.4.4	2023	Number of subjects taught in English	ŽŪA - at least 1 subject in each programme	Increase the number of subjects taught in English		1	Dean, Study programme committee chairpersons	1	1	2	3
1.3.4.3.	Develop international intensive study courses under NOVA/BOVA and other international programmes.		2027	Number of international intensive study courses	At least one in each field of study	Running international intensive courses		2	Study programme committee chairpersons, Heads of Departments		1	1	2
1.3.4.4.	All second cycle studies require at least one international academic exchange or international intensive course of study.	-	For students enrolled from 2022	Number of students participating in academic exchanges and intensive studies	All final year students								
1.3.4.5.	Develop and install A "certificate of internationality" for students studying on Lithuanian programmes, including mobility credits,	3.2.4.9	2022	Proportion of graduates with internationalisation certificates	ŽŪA - 20% on average. of graduates from 2025 m.								

	foreign language learning and subjects, English language subjects.												
1.3.4.6.	Develop activities, Encourage students to develop competences in self-knowledge, entrepreneurial, creative, critical, analytical thinking, social and interpersonal intelligence, enabling them to develop, experiment and implement social and business ideas in practice.	3.1.2.1	2021–2025			Develop activities, encouraging students to develop competences in self-knowledge, entrepreneurial, creative, critical, analytical thinking, social and interpersonal intelligence, enabling them to create and experiment in practice			Dean, Study programme committee chairpersons				
1.3.4.7.	To enable students to carry out scientific experiments, participate in scientific societies and disseminate scientific knowledge.	x	Continuously	Percentage of students participating in research activities.	50 (2027 m.)	Enabling conditions students to carry out scientific experiments, participate in scientific societies and disseminate scientific knowledge		50	Dean, Heads of Departments		10	10	15
1.3.4.8.	Develop and install A "research certificate" certifying the participation and results of a graduating student's research activities.	x	From 2023.	Number of students who have obtained a research certificate	On average, 90% of graduates from 2023								
1.3.4.9.	Postgraduate courses include the preparation of scientific papers and participation in conferences.	3.1.4.1	2022			The postgraduate include the preparation of scientific papers and participation in conferences.			Dean				
Goal II – Research													
2.	To develop the fundamental and applied research and R&D in the priority research areas that are in line with the EU's Green Deal policy.	Direction 2	2027	Annual scientific output according to the methodology of the Research Council of Lithuania, per FTE unit, expressed in points: - in the fields of agriculture, technology and natural sciences - in the field of social sciences	12,0 25,0	To develop fundamental, applied research and R&D in technological sciences that are in line with the Green Deal policy in priority research areas	MMK, AEK	12	Dean, Heads of Departments	9,86	9,9	9,95	10

2.1.	To strengthen competitiveness on the international and national research market	x	2027	1 Annual number of articles per FTE unit published in the international publications with an impact factor: - in the agricultural, technology, and natural sciences - in the social sciences	2,1 2,9	Strengthen competitiveness in the international and national research market by publishing articles in indexed international journals	MMK, AEK	2,1	Heads of the departments	3,14	3	3	3
				2. Annual value of international and national R&D projects, EUR thous.	2500	Promote international and national R&D projects	MMK, AEK	700	Heads of the departments	644,4	700	700	700
				3. The number of conducted international R&D projects coordinated by the VMU Agriculture	3	Encourage international R&D projects in which the ŽŪA coordinates	MMK, AEK	1	Dean, Heads of the departments	0	0	0	1
2.1.1.	Group of measures – partnership development with business and social partners in the field of science and innovation	x	2027	A favourable environment for the development of R&D									
2.1.1.1.	Together with business and social partners, identify the needs of relevant applied research and experimental development works, presenting them to the Lithuanian Council of Science, the Ministry of Agriculture, MoD, and other institutions	-	Every year	List of current applied research and experimental development works	One every year	Establishing a list of relevant applied research and experimental development activities in forestry	MMK	1	Dean, Head of Department		1	1	1
2.1.2.	Group of measures – adjustment and refinement of priority areas of scientific activity	x	2027	Effective thematic system of scientific activity	-								
2.1.2.1.	To newly approve priority directions of scientific activity according to established criteria	-	In 2021 (as needed and later)	Description of priority areas of scientific activity	1	Participate in the preparation of the inventory of priority research activities.	MMK, AEK	1	Dean, Heads of the departments		1		
2.1.2.2.	Newly approve the long-term research topics of the faculties (clusters, centres, as needed) according to the approved priority directions of scientific activity.	-	In 2021 (as needed and later)	Lists of long-term topics of scientific research of faculties (clusters, centres as needed)	4	Approval of the list of long-term themes for MEF research	MMK, AEK	1	Dean, Heads of the departments		1		

2.1.2.3	To substantiate and approve new research topics (previously not carried out by the Agriculture Academy) and their assignment to academic departments for studies and long-term development of scientific activities	-	In 2021 (as needed and later)	List of new research topics	1	Participate in the development of a list of new (not yet implemented) research topics for the ŽŪA.			Dean				
2.1.3	Group of measures – structural measures for interdisciplinary coordination of scientific research.	x	2027	Number of successful applications for R&D projects per year	17 on average	To submit applications for R&D projects	MMK, AEK	4	Heads of the departments		4	4	4
2.1.3.5.	According to reasonable needs, at the request of scientists, to create conditions for the creation of scientific clusters at the Bioeconomy Research Institute.	4.2.1.2	2021–2023	Number of clusters	3–5	To participate in the development of clusters at the Bioeconomy Research Institute			Dean				
2.1.3.6.	In the Bioeconomy Research Institute and faculties, establish positions of research workers for leading scientists of priority research areas.	2.1.1.3 2.1.3.4	2021–2023	New positions of research workers	At least 8	Establishing researcher posts for senior researchers in priority research areas		1	Dean		1	1	1
2.1.3.8.	Submit applications and carry out international and national scientific projects aimed at substantiating bioeconomy (ecosystems and biodiversity), the European Green Deal policy, rural policy and its measures	5.3.1.2	2021–2027	Academy of Agriculture - number of submitted applications per year	Academy of Agriculture – on average 50	Applying for and carrying out international and national research projects on ecosystems and biodiversity, in support of the European Green Deal.	MMK, AEK	10	Heads of the departments		10	10	10
2.1.4.	Group of measures - means of involvement in international scientific platforms and infrastructure consortia, effective representation in them	x	2027	Number of representatives of the Academy of Agriculture on international platforms, consortia and networks	12	Participate in international platforms, consortia and networks	MMK, AEK	3	Heads of the departments		3	3	3
2.1.4.1.	To develop partnerships by participating in partner search platforms (EKHorizon Europe, CrowdHelix, etc. measures) in order to become a partner in project application	2.1.2.4	2025–2027	Academy of Agriculture - number of applications for R&D projects with partners from foreign institutions	At least 1 every year	Applying for R&D projects with partners from foreign institutions	MMK, AEK	1	Heads of the departments			1	1

	consortia initiated by other institutions.												
2.1.4.2.	To join national and international clusters (1 per year)	2.5.1.2	2025–2027	Academy of Agriculture - number of cluster memberships	At least 3 (2027)	Participate in clusters	MMK, AEK	1	Heads of the departments		1	1	1
2.1.4.3.	To encourage teachers and researchers to actively participate in mobility programmes in order to establish new international contacts	2.1.3.1	2025–2027	Academy of Agriculture - number of teachers and research workers in research mobility programs	At least 20 every year	Encourage teachers and researchers to take part in research mobility programmes	MMK, AEK	5	Heads of the departments		3	4	5
2.1.4.4.	To expand the involvement of academic staff in international professional thematic networks, editorial boards of scientific journals,	2.5.1.1	2025–2027	Academy of Agriculture - number of representatives in professional thematic networks	7 (2027)	Participate in professional thematic networks	MMK, AEK	2	Heads of the departments			1	2
				Number of members in editorials of scientific journals	28 (2027)	To participate in editorials of scientific journals	MMK, AEK	7	Heads of the departments		7	7	7
				Number of experts in international science programmes	13 (2027)	Encourage performance expertise in international research programmes	MMK, AEK	2	Heads of the departments		1	2	2
2.1.5.	Group of measures - creation of favourable conditions for carrying out priority R&D	x	2027	The average annual growth rate of the number of articles published in the international publications with an impact factor, expressed in percent	5,0	Increase the number of articles published in indexed international journals	MMK, AEK	5	Heads of the departments		5	5	5
2.1.5.1.	To financially encourage teachers and researchers from the University Science Fund to publish in international scientific journals with an impact factor. To motivate the choice of open access journals and publishers.	2.1.2.6	2025–2027	Academy of Agriculture - number of publications for which their authors were encouraged	At least 40 publications every year	Financial incentives from the University's Research Fund to encourage lecturers and researchers to publish in international journals with high citation rates.	MMK, AEK	10			10	10	10
2.1.5.2.	To financially encourage teachers and research workers from the Chancellor's Fund of the Academy of Agriculture to achieve outstanding scientific results	x	2021–2027	Number of publications for which their authors have been encouraged	At least 20 publications annually	From the Chancellor of the ŽŪA to provide financial incentives for teachers and researchers to publish in international scientific journals with a citation rate.	MMK, AEK	5			5	5	5
2.1.5.4.	To conduct international competitions for scientific and pedagogical positions (to seek that 50% of academic departments employ	2.1.3.2	2025–2027	Academy of Agriculture - number of teachers and research workers from abroad	At least 1 in all academic departments (2027)	Encourage an increase in the number of teachers and researchers from abroad	MMK, AEK	1	Dean, Heads of the departments			1	1

	at least one top-level foreign scientist-leader, artist)												
2.1.5.6.	To financially encourage doctoral students from the University Science Foundation to publish in international scientific journals with an impact factor (1-2 Q CA WOS citation index for exact sciences)	2.2.3.4	2025-2027	Academy of Agriculture - number of promoted doctoral students	At least 5 annually	Encourage PhD students to publish in international journals with a high citation rate from the University's Research Fund.	MMK, AEK	1			1	1	1
2.1.6.	Group of measures – improvement of the system of scientific management and technical support for scientific projects	x	2027	Average estimate of researchers' satisfaction with managerial and technical support	At least 8.5 points (out of 10 points)	Improve the science management and technical assistance system for science projects		8,5					
2.2.	To develop innovative activities.	x	2027	Annual value of projects aimed at introducing scientific innovations (EIP, projects “Intelektas”, “Ino čekiai”, etc.), in thousands of euros	350	Develop innovation activities	MMK, AEK	50	Heads of the departments		20	25	30
2.2.1.	Group of measures - promotion of involvement in projects aimed at implementing scientific innovations (EIP, projects “Intelektas”, “Ino čekiai”, etc.)	x	2027	Percentage of the total number of teachers and researchers, doctoral students participating in projects aimed at implementing scientific innovation.	30	Engage in projects aimed at scientific innovation.	MMK, AEK	30	Heads of the departments		5	7	10
2.2.1.1.	To encourage teachers and researchers to actively patent new products and technologies created. Assist in the preparation of patent applications	2.1.4.1	2025–2027	Academy of Agriculture - number of submitted patent applications	1 every year								
2.3.	To develop the dissemination of innovative scientific knowledge and to increase the social impact of science		2027	Number of science popularization articles per FTE unit per year	3,0	Encourage the publication of popular science articles	MMK, AEK	3	Heads of the departments	1,75	1	1,5	2

Goal III - Scientific services

3.	To develop specialist and manager qualification improvement, consultancy, expert, laboratory and other scientific services in line with the needs of the agriculture, forest and water management domains, their infrastructure, and the related public institutions and communities	Direction 5	2027	Annual value of services in thousand euros	530	Training, consultancy, expert, laboratory and other scientific services for specialists and managers in the field of forests and the environment	MMK, AEK	100	Dean, Heads of the departments	15	10	20	25
3.1.	To create and enable a system for the provision of consulting services		2027	The annual value of consulting services in thousand euros	100	Forest and environmental consultancy services		20	Dean, Heads of the departments		5	7	10
3.3.	To develop expert, laboratory and other scientific services	x	2027	The annual value of scientific services in thousands of euros	180	Expertise, laboratory services in forestry and environmental fields		30	Dean, Heads of the departments		10	12	15
3.3.1.	Group of measures – development of expert services.	x	2027	Total number of provided expert services	15	Expert services in forestry and environment		4	Dean, Heads of the departments		2	3	3
3.3.1.1.	To form high-competence expert groups on bio-economy, the EU's Green Deal policy, rural development policy, providing expert opinions through various media means.	5.3.2.1	2021–2027	Number of expert opinions provided by various media outlets	2021 m. – 12 2022 m. – 20 2023 m. – 25 2024 m. – 30 2025 m. – 35 2026 m. – 40 2027 m. – 50	Providing expert opinions on forestry or environmental issues	MMK, AEK	2021–3 2022–5 2023–6 2024–7 2025–9 2026–10 2027–12	Dean, Heads of the departments		5	6	7
3.3.1.2.	To provide expert evaluations of new EU and national legislation in the fields of bio-economy, green course, rural policy	2.3.3.1	2021–2027	Number of expertly evaluated legal acts	2021 m. – 4 2022 m. – 6 2023 m. – 8 2024 m. – 10 2025 m. – 10 2026 m. – 10 2027 m. – 10								
3.3.1.3.	To get involved in the preparation of EU, national and regional strategies and legislation in the fields of bio-economy, EU green course, rural policy	-	2021–2027	Number of cases of involvement in strategy and legislative drafting groups	2021 m. – 2 2022 m. – 3 2023 m. – 4 2024 m. – 5 2025 m. – 5 2026 m. – 5 2027 m. – 5	Contribute to the development of strategies and legislation	MMK, AEK	1 annually	Dean, Heads of the departments				

3.3.1.4.	To actively participate in the activities of the Lithuanian Chamber of Agriculture, the Lithuanian Council of Agriculture, regional development councils and other collegial institutions	-	2021–2027	Number of activities in councils and other institutions	At least 5 per year	Participate in collegiate bodies	MMK, AEK	1 annually	Dean, Heads of the departments				
3.3.1.5.	To increase the visibility and recognizability of the University's highly competent experts in society, national and international media.	5.2.2.1	2021–2027			Increase the University's the visibility and recognition of the University's highly competent experts in the public, national and international media.			Dean				
3.3.2.	Group of measures – development of laboratory and other scientific services..	x	2027	Annual mean rate of growth in laboratory and other scientific services, expressed in percent	5 percent	Develop laboratory and other scientific services		5	Heads of the departments		5	5	5
3.3.2.1.	To prepare a concept for the development of laboratory and other scientific services.	3.2.7.2	2021	The concept is ready	1	Participation in the development of the concept			Dean				

Horizontal strategic direction

H.		Directions 1, 4 and 5	2027	Integrated indicator of employee well-being	≥ 85 percent	To create a motivating and sustainably favourable environment for the expression of partnership, professionalism, creativity, community spirit and wellness among members of the faculty community.	MMK, AEK	≥ 85 percent	Dean				
H.1.	Group of measures - further strengthening of partnership with business and social partners as well as community spirit.	x	2027	Average score of satisfaction of business and social partners	At least 8.5 (on a 10-point scale)	To strengthen partnership with business and social partners	MMK, AEK	8,5	Dean				
H.3.	Group of measures - improvement of employees' competences.	x	2027	Percentage of employees who participated in competency development events	At least 90 percent	To encourage faculty employees to participate in competency development events	MMK, AEK	90	Dean, Heads of the departments		90	90	90
H.3.1.	To create a consistent, high-quality, efficient qualification improvement system that meets the needs of teachers..	3.3.1.1	2023	Agriculture Academy - implementation of the qualification improvement system	1	To participate in the creation of a consistent, high-quality, efficient qualification improvement system that meets the needs of teachers.			Dean				

H.3.2.	To create conditions for employees to improve not only according to their positions, but also in order to acquire new abilities and competences.	4.3.1.2	2021–2022			To create conditions for employees to improve not only according to their positions, but also in order to acquire new abilities and competences			Dean				
H.3.3.	To prepare a system for recognizing the qualification requirements and competences of a digitally competent teacher..	3.3.2.3	2022	Academy of Agriculture - implementation of the system of recognition of qualification requirements and digital competences among teachers	At least 25 percent teachers per year	To participate in the preparation of a system for recognizing the qualification requirements and competences of a digitally competent teacher..			Dean				
H.3.4.	To develop a system for recognizing and promoting the mobility of teachers and non-academic staff.	3.2.4.1	2025	Agriculture Academy - application of the mobility recognition and promotion system	The number of those who leave to teach - on average 15 percent per year	To develop a system for recognizing and promoting the mobility of teachers and non-academic staff			Dean				
H.3.6.	To create and implement a system of practical internships for teachers.	x	2022	Percentage of teachers who went on practical internships.	15 percent per year	To participate in the development and implementation of the system of practical internships for teachers			Dean				
H.4.3.	To create an incentive system for teachers to encourage the involvement of students in research.	3.1.4.3	2027			To participate in the development of a faculty incentive system to encourage student involvement in research			Dean				
H.5.	Group of measures - creating favourable conditions for a healthy lifestyle and physical activity of community members.	1.2.4	2027	Percentage of community members involved in physical activity activities organized by Agriculture Academy..	20	To encourage members of the faculty community to get involved in physical activity activities organized by Agriculture Academy.		20	Dean				
H.6.	Group of measures – improving the infrastructure and working conditions of the Agriculture Academy.	x	2027	Average score estimate of employee satisfaction with working conditions	9.0 (out of 10 points)	Involved in improving the infrastructure and working conditions of the ŽŪA		9	Dean				
H.6.1.	To carry out an assessment of the use of various types of laboratories and draw up a calendar plan for their (and equipment) renewal	x	2021 (2022)	Prepared plan	1	To carry out an assessment of the auditoriums and create a calendar plan for renewing them and the equipment.			Dean				
H.6.2.	Renovation of science laboratories and acquisition of equipment necessary for innovative studies according to the needs of study programmes.	3.1.1.2	continuously	Agriculture Academy - number of renovated laboratories	Agriculture Academy - according to the renewal plan	According to the needs of the study programmes, to purchase equipment necessary for innovative studies			Dean				